

2019-PMO-01 Questions and Responses

Comment Number	RFP Page No.	RFP Section	RFP Text	Vendor Comment	Agency Response	Amendment	Amendment Reference
1	106	IX. General Terms and Conditions P. Conflict of Interest	The parties acknowledge and agree that the Contractor must be free of conflicts of interest in accordance with all federal and state regulations while performing the duties within the contract and this amendment. The Contractor agrees it has no conflict of interest preventing the execution of a Contract and will abide by all applicable state and federal regulations regarding conflicts of interest.	<p>05/31 Email:</p> <p>After the initial review of PMO Services RFP Number: 2019-PMO-01, we have one initial question.</p> <p>Is the current Vendor under contract 1700000008 Electronic Visit Verification and Monitoring System 2015-EVVM-01, prohibited from being a prime or subcontractor on the PMO RFP based on the Conflict of Interest Section of the PMO RFP or could the EVV vendor be excluded from any future EVV procurement development activity when the EVVM contract expires and is rebid.</p> <p>We would like to participate in the RFP but do not want to create any issues for the current contract, 1700000008 First Data Government Solutions, LP. RFP Number 2015-EVVM-01.</p> <p>06/07 Email:</p> <p>We realize that the formal Q&A response timeline calls for Round 1 answers to be provided by 07/01/2019. As the current Vendor for contract 1700000008 Electronic Visit Verification and Monitoring System 2015-EVVM-01, we do not want to submit a bid that would put our current relationship at risk.</p> <p>If possible, can you address the question below prior to that date?</p>	The current vendor of the EVVS contract is not prohibited from being a prime or subcontractor on the PMO Services RFP. However, if the current vendor is awarded the PMO Services contract as prime or subcontractor, they will be prohibited from bidding on any upcoming MMIS or Medicaid Enterprise contracts as long as they are the PMO Services Vendor.		
2	17	IV A	Conflict of Interest Exclusion	If a vendor has a current operational contract performing review services on the legacy system, are they excluded from bidding on this contract?	The vendor did not supply enough information to answer this question.		
3	18	C Personnel	All key personnel shall be employed by the PMO Vendor...	Is the Vendor allowed to utilize a subcontractor in a Key Personnel position?	Yes. The Agency has the right to refuse any personnel submitted for key positions.		
4	109	BB		We have noted the liquidation damages clause in the Terms and Conditions; will the State consider negotiating this as it is not relevant to a professional services contract?	No.		

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5	109 and 106	p. 109 - Section BB		There appears to be a conflict with the amount of time to cure, in section BB on p. 109 it states five (5) days, yet on pg. 106, section J there is 10 calendar days to cure. Can the State clarify which one is accurate.	A conflict does not exist because these sections define two different scenarios.		
6	102	p		Will the State accept proposals that use a size 10 font for graphics/tables only and 11 point font for all other content?	Yes.		
7	99	VI. Corporate Background and References		Entities, including each subcontractor if subcontractor(s) are included in the proposal, submitting proposals must: Several of the requirements within sections a-f, such as reimbursement, financial stability, litigation, etc. is typically in the scope of the prime contractor. Is the Agency expecting each subcontractor to provide each of these pieces of information, or is the state expecting the prime's team to have met all the qualifications?	Yes. The Agency is expecting each Subcontractor to provide the requirements within VI. Corporate Background and References sections a-f.		
8	18	IV.C	The proposed personnel shall be committed to supporting and performing their assigned duties as related to this project. A Key Personnel Letter of Commitment of can be found in Appendix D.	Both Section IV.C and VI.6.a refer to Appendix D: Key Personnel Letter of Commitment. Will the State please clarify which section of the proposal is to include the letters of commitment?	The Key Personnel Letter of Commitment may be submitted as an appendix to the proposal.		
9	21, 36, 50,70,87,99	IV.F,G,H,I,J,VI	max page count	Will the State allow attachments to be included with vendor proposals that would not be part of the maximum page count?	Yes.		
10	14	III. General: Disclaimer	No inaccuracies in such data will constitute a basis for an increase in payments to the Vendor, a basis for delay in performance, nor a basis for legal recovery of damages, either actual, consequential or punitive	In light of the requirements for a Performance Bond and Liquidated Damages, what is the State's position if inaccuracies result in material modifications to the Scope of Work and/or the timing and sequencing of activities that result in additional work for the PMO Vendor?	See Section IV.10 Scope Management "...If the PMO Vendor considers a task to be out of scope for the contract, the PMO Vendor shall identify and document in writing the scope of work issue. The PMO Vendor shall specify the basis upon which an issue is considered to be out of scope, including appropriate RFP or requirement references "		

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11	15	IV - Scope of work	The Alabama Medicaid Agency worked with CMS to develop a forward looking strategy to complete the transition to a modular MMIS within six (6) years from the execution of the 2019 Takeover contract	Please describe the nature, timing and duration of the "Takeover Contract". Has a Takeover vendor been identified or an RFP developed? When do you estimate a Takeover contract will be in place? Will the Takeover vendor continue to use existing, knowledgeable staff to operate the existing system?	The Takeover Procurement is currently in process (issued RFB 05/01/2019). Estimated start date dependent on when the procurement process is completed. Takeover staff will be dependent on the takeover winner.		
12	16	IV - Scope of Work	High Level Procurement Schedule	Please revise this schedule if necessary given that there is less than a month left in FY 2019	See Amendment 1 for an updated schedule.	Amendment 1	#1
13	16	IV - Scope of Work	High Level Procurement Schedule	From a definitional perspective, what is the difference / relationship between "Modules" and "Cohorts"?	Modules and Cohorts are terms used interchangeably.		
14	50	H. Program Management Office	General - Operations	What responsibilities does the PMO have related to providing management and oversight once a module is implemented and in operations?	See Amendment 1 for an update. See Frequency column in Sections: F. Common Processes G. Requirements and Business H. Process Management Program Management Office I. Medicaid Enterprise Architecture (MEA) J. Organizational Change Management (OCM)	Amendment 1	#2 #3-#7
15	51	H. Program Management Office - m) Validate Test Coverage	Validate Test Coverage - The PMO Vendor shall monitor the testing to ensure it tests the requirement end-to-end and it is completed successfully.	Please confirm that the PMO Vendor is only responsible for reviewing test plans and results and not performing the actually testing. Would the State consider using the PMO Vendor to support UAT?	The PMO Vendor will validate test results, test plans and requirement traceability matrix, etc. The PMO Vendor will not be responsible for performing testing.		

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Comment Number	RFP Page No.	RFP Section	RFP Text	Vendor Comment	Agency Response	Amendment	Amendment Reference
16	98	V - Pricing	Vendors must submit pricing for all consultant services to be delivered as a full-service model, including the staffing of maintenance and administrative positions for the support of AMMI vendors.	It is our assumption that after implementation of a particular module that the module vendor and State staff would be responsible for the staffing maintenance and administrative positions for that module. Is this assumption correct?	See Amendment 1 for an update. See Frequency column in Sections: F. Common Processes G. Requirements and Business H. Process Management Program Management Office I. Medicaid Enterprise Architecture (MEA) J. Organizational Change Management (OCM)	Amendment 1	#3-#7
17	98	V - Pricing - Cost Proposal	This bond must be in force from that date through the term of the operations contract and ninety (90) calendar days beyond and must be conditioned on faithful performance of all contractual obligations.	Based on our experience, it is highly unlikely that a Surety Company will supply a performance bond for more than one year at a time. May we assume that an annually renewable performance bond will satisfy this requirement?	Yes, the Vendor may use an annual renewable performance bond to satisfy the requirement.		
18	98	V - Pricing - Cost Proposal	This bond must be in force from that date through the term of the operations contract and ninety (90) calendar days beyond and must be conditioned on faithful performance of all contractual obligations.	It is also our experience that a Surety Company will not supply a performance bond in excess of the remaining total contract value. While this is not likely a problem in the early years of the contract, it may be an issue in the later years. Would the State be willing to accept a performance bond that is the lesser of \$3,000,000 or 10% of the annual funded value of the contract?	The Agency will address this situation if it becomes a problem in the future.		
19	109	IX - General Terms and Conditions BB - Liquidated Damages	Contractors shall be liable for any penalties or disallowance of Federal Financial Participation incurred by Medicaid due to any delay in CMS certification. Total dollars may include state funds as well as federal funds	Our interpretation of this statement is that the Contractor shall not be liable should the delay be caused by CMS or the State. Is this interpretation correct? In addition, it is unclear what circumstances would lead to the Contractor being liable of State funds. Please explain.	Yes. See IX - General Terms and Conditions BB - Liquidated Damages		
20	135 ff	Appendix E	The question is preparatory to any specific question about Appendix E	The Appendix E pricing form is highly specific as to activities and the years in which they are to be performed. During the course of the contract, if an activity that was scheduled to be performed in Cost Year 1 is delayed and will be performed in Cost Year 2 is the funding for that activity also moved to Cost Year 2?	Yes. The PMO Vendor will be paid upon receipt and approval regardless of the year noted in Appendix E.		

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21	135 ff	Appendix E	The preamble to the Pricing Section beginning on Page 98 states : " Vendor's response must specify a firm and fixed fee for completion of the PMO services".	Except on page 16, there is no mention, except at a very high level, of a schedule of events surrounding the implementation of each required modules. Without such a schedule it will be impossible for any contractor to accurately assign hours (and therefore price) to a specific task in a specific year. Can we get such a schedule if one exists.	See Amendment 1 for an updated schedule.	Amendment 1	#1
22	135 ff	Apendix E	The preamble to the Pricing Section beginning on Page 98 states : " Vendor's response must specify a firm and fixed fee for completion of the PMO services".	Because the schedule may not been finalized and may change.Would the state entertain an alternative pricing and/or invoicing model? If it would, we would suggest that this project be pursued on a Task Order basis module by module so that course corrections can be made as needed without laborious contract amendments.	No. The State will not entertain an alternative pricing and/or invoicing model.		
23	136 ff	Appendix E	The preamble to the Pricing Section beginning on Page 98 states : " Vendor's response must specify a firm and fixed fee for completion of the PMO services".	Because the schedule is likely to be fluid in our experience, will it be possible to work with the state periodically to review and modify pricing to move dollars between deliverables and between years?	The Agency will work with the PMO vendor to baseline/re-baseline project deliverable schedules which will determine payment. The Agency will not allow the vendor to move dollars between deliverables.		
24	15	IV	Scope of Work- High Level Procurement Schedule	On page 18 of the RFP it mentioned the procurement schedules for upcoming projects (eg. System Integrator, Enterprise Data Warehouse, etc.) Are there still plans to release a separate RFP for a Medicaid Systems Planner or will this requirement be included in the Systems Integrator RFP?	System Planner services are part of this RFP. See Section IV.G Requirements and Business Process Management.		
25			General	Are any current MMIS/AMMI Planning vendors prohibited from this award? If so, please provide the names of those vendors.	No.		
26	15 105	IV.A IX.C	Modular MMIS Procurement Strategy Term of Contract	"...to complete the transition to a modular MMIS within six (6) years... It appears that the PMO Services contract plus the 2 one-year extensions will end 1 year before the 6 years for the completion of the modular transition. Would the Department consider adding another year to the base contract or an additional extension year to make the contract conterminous with the transition strategy?	Alabama RFPs are limited to a five (5) year contract.		

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27	19 28 38 39 54	IV.D F.15 G.2.b G.2.c H.2.i	Commercial Off-the-Shelf (COTS) Software MITA Management Tool BPM Modeling Tool RTM Tool Risk Management Tool	The RFP has numerous requirements for the PMO contractor to research and recommend tools for the contract. If selected and the bidder is currently licensing/using tools and included the tool in their proposal response will this constitute State approval of the tool?	No. The PMO vendor is required to follow the requirements in section IV.D Software and Data 2. Commercial Off-the-Shelf (COTS) Software		
28	28 29 37 38 38 42-48	F.15 F.16 G.2.a G.2.a G.2.b G.3	MITA Management Tool Modular MMIS Procurement Strategy Define Requirements Define Business Process Management (BPM) BPM Assessments	The RFP has defined most of the CMS defined SS-A tasks. Should the PMO vendor assume they are responsible to update the 2016 SS-A, maintain the data and deliver the annual eSS-A reports?	No. The SS-A task will be maintained by the Agency or another contract will be defined for it. See Section F Common Processes, 14 MITA, "The PMO Vendor shall also participate in the MITA reviews and indicate any changes or updates that need to be made to current and subsequent versions of MITA. The PMO Vendor shall use nationally recognized business process management standards. There are other MITA related tasks for the PMO Vendor defined in the sections below."		
29	4	C	Mandatory Pre-bid Conference	Will the Department post a list of the registered companies prior to July 11th?	No.		
30	4	C	Mandatory Pre-bid Conference	Will the Department accept Round 2 questions from companies who did not attend the mandatory Pre-Bid Conference?	No.		
31	11 49 67 68 84 147-148	1.A IV.G. 4 IV.G.4 IV.H.4 IV.I.4 Appendix F.c	CMS Standards & Conditions Required Personnel Key Personnel Requirement Alignment with Seven Standards & Conditions	The RFP cites the Seven Standards and Conditions in numerous sections but the Appendix F.c named Seven Standards and Conditions defined the 24 CMS Standards and Conditions. Is the PMO contractor responsible to comply with the Seven or 24 Standards and Conditions?	The references are for personnel experience. Experience in the MITA 3.0 and Seven Conditions and Standards is required. The PMO Vendor will be responsible for complying with the current CMS MITA and MECT standards.		

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32	12 45	1.B.3 IV.G	Fee for Service Managed Care Deliverable	If the State is not planning to change the payment structure to Managed Care why is the PMO contractor required to assessment the Managed Care Business Area?	The Agency does have a form of managed care and an assessment must be completed.		
33	15	1.B.2	Assistance of Other State Contractors	Please provide a Responsibility matrix, which clearly defines the deliverables of the IV&V, PMO and SI contractors.	The PMO Vendor required artifacts are defined in Appendix E - Cost Proposal Template with more detailed information provided in each section of the RFP.		
34	15	IV.A	Overview/Statement of Need	Please define and provide information about the "ancillary systems or software."	See Amendment 1 for an update.	Amendment 1	#8
35	15	IV.A	Overview/Statement of Need	Can the PMO bidders assume the MMIS Takeover contractor will be responsible for decommissioning the legacy MMIS. If not, please provide more information about the scope and responsibilities of the PMO contractor.	The PMO vendor will be responsible for oversight of the decommission and go-live readiness. The PMO Vendor will be responsible for managing the project which includes the Takeover Vendor decommissioning of the legacy functionality.		
36	15	IV.A	Overview/Statement of Need	Was the Department's work with CMS to develop a "forward looking strategy" considered the R1 Review? If so, was a Project Partnership Understanding (PPU) drafted? If so, would the Department share the PPU?	No. It was not a R1 review. The Agency will share the PPU with the awarded vendor.		
37	17	IV.A	Conflict of Interest Exclusion	We understand the Conflict of Interest Exclusion by the PMO contractor for module solutions, however does the exclusion include the System Integrator?	Yes.		
38	17	IV.B	Physical Location	How much space will be provided? 1.approximately how many staff can be accommodated? 2. Will the space have furniture and equipment? 3. Does the space include conference room(s) and offices?	See Amendment 1 for an update.	Amendment 1	#9
39	19	IV.D	Commercial Off-the-Shelf (COTS) Software	If a bidder describes the use of a COTS to fulfill an RFP requirement in their response, will the Department approve the COTS as part of the contract selection?	No.		
40	19	IV.D	Commercial Off-the-Shelf (COTS) Software	How can a bidder submit configuration charges for a COTS if the bidder does not know whether the Department has/will approve the COTS.	See section IV.D - Software and Data also see section IV.H.u - Vendor Demonstrations		

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41	20	IV.D	Commercial Off-the-Shelf (COTS) Software	"Unless otherwise specified any software obtained shall be handled as a Pass-through expense." Is the pass-through expense for the software license fee or for the license fee and configuration and user training?	See Section IV.D - Software and Data "...If configuration cost are not part of the initial software install, the PMO Vendor shall provide a Configuration cost assessment that identifies the tasks, roles and hours required for the software configuration. This Configuration cost assessment will use the rate for each role as identified in Appendix E: Cost Proposal Template - Template III and it will be the maximum amount the Agency will be charged for configuration. The PMO Vendor shall provide a separate monthly invoice for the hours by role that are associated with the configuration task. At no time shall the invoiced hours exceed the hours on the Configuration Cost Assessment."		
42	42-48	G.3	Requirements & PBM Required Artifacts	The BPM deliverables for the assessment requires a General/System-wide assessment, which we assume is the State Self-Assessment, Please confirm.	No. See section IV.G.2.a which defines the information required by Alabama Medicaid.		
43	42-28	G.3	Requirements & PBM Required Artifacts	Can we assume that the defined assessments will follow the 10 CMS defined Business Areas? If so, would the Department modify the Appendix E Costs Proposal Template to reflect the 10 CMS defined Business Areas?	No. The areas stand as defined in the RFP.		

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44	49 67 84 96	G.4 H.4 I.4 J.4	Contract Required Personnel	Please confirm that resumes and 3 references are only required for the seven defined key personnel.	Section IV.C Personnel "...Key personnel resumes and three (3) professional references must be submitted within the response. The professional references must be from a project administrator or service official who is directly familiar with and has first-hand knowledge of the employee's performance, work products and responsibilities that has occurred in the last five (5) years. The reference may not be someone that is currently working for the PMP Vendor or their subcontractors. The reference must contain the Agency or company name, contact name, current telephone number, e-mail address and a brief description of the engagement and associated dates."		
45	58	H.2.u	Vendor Demonstrations	Is this requirement for the PMO required tools or potential module solutions?	No. This requirement is for the PMO tools (i.e. Project tools). See Section IV.H.2.u Vendor Demonstrations "The PMO Vendor shall, at Agency request, conduct meetings to define requirements for project tools."		
46	58	H..2.v	MECT Certification	Many of the requirements defined for the review of artifacts, modular Test Plans and testing are CMS requirements defined for the IV&V. Please clarify the difference between the requirements of the PMO and the IV&V.	The requirements specified in the RFP are to be performed by the PMO vendor.		

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47	67	H.4	Contract Required Personnel	Page 67 states" The State has identified six Project Management Office contract required personnel position." The RFP only identifies five positions. Please correct the contradiction.	See Amendment 1 for an update.	Amendment 1	#10
48	71	I.2.a	Detailed Design & Implementation of the MEA	Many of the requirements defined for the Technical Architecture design and MEA system performance of MEA design appear to be System Integrator requirements. Please clarify the difference between the requirements of the PMO and the System Integrator.	The PMO vendor will perform planning and oversight; the SI vendor will perform the actual activities.		
49	76	I.2.f	MMIS & MITA Concept of Operations (ConOps)	"The MITA ConOps document will be developed by the PMO Vendor working with the Agency." Was a MITA Concept of Operations (COO) document prepared as part of the 2016 SS-A? If yes, please provide.	This will be provided after the selected vendor contract signing.		
50	77	I.2.i	If the Agency has not selected security tools,	Does the State have other departments using a security tool that the Department plans or want to leverage? If so, what are those tool(s)?	No.		
51	94	I.3	OCM Required Artifacts	OCM-2-e2 OCM Training Matrix is defined as the Communication matrix. Is this correct?	See Amendment 1 for an update.	Amendment 1	#11
52	4	C	There will be a mandatory in-person pre-bid conference to discuss the Scope of Work and proposal response requirements, with all Vendors interested in submitting a proposal in response to this RFP. All Vendors are required to submit a Pre-Bid Notification form for the pre-bid conference by July 5, 2019 to PMORFP@medicaid.alabama.gov. The Vendor submitting the Proposal or its representative must register in-person as required at the site of this mandatory conference. A Proposal submitted by a Vendor which failed to attend the mandatory conference and register as required will be rejected upon receipt.	We assume that only the Prime vendor (i.e. the vendor submitting the proposal or its representative) are mandatory participants at the pre-bidders conference only and not any subcontractors partnering with this Vendor. Please confirm	Yes. Only the Prime vendor (i.e. the vendor submitting the proposal or its representative) are mandatory participants at the pre-bidders conference.		
53			General	would the state consider a vendor to be eligible to have successful responses in both the PMO and SI role of the medicaid project?	No.		

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Comment Number	RFP Page No.	RFP Section	RFP Text	Vendor Comment	Agency Response	Amendment	Amendment Reference
54	20	E (Hardware)	The PMO Vendor using Agency supplied hardware shall attach to the Agency network and have access to selected network locations.	Please provide an inventory of the Agency supplied hardware that will be available to the PMO Vendor.	See Amendment 1 for an update.	Amendment 1	#8
55	37	2a (Define Requirements)	The PMO Vendor shall create new requirements for all areas in the MMIS. The PMO Vendor shall be responsible for evaluating the scope and complexity of the project requirements and assign the necessary resources for requirements gathering to ensure adherence to project needs, policies and procedures as outlined in IV. Scope of Work, F. Common Processes.	Please clarify the existing documentation (requirements documents, policy manuals, etc) that will be available to the PMO vendor.	Existing documents will be available to the vendor after contract award. Sample requirements are in Appendix H - MMIS Sample Requirements.		
56	15,16	IV.A. Scope	"The PMO and the System Integrator will work together to assist Alabama Medicaid in finalizing the plan to transition to modularity." High Level Procurement schedule: System Integrator - FY 2019	As the procurement schedule will drive towards the operational target date of October 1, 2025. Can the Agency provide an estimated timeframe on when the System Integrator will be onboarded with the State to begin working with the PMO? This date will be significant for planning the procurement windows in response to this RFP.	See Amendment 1 for an updated schedule. The SI RFP must be completed 1 year from the start of the PMO contract. See Section IV.H.h "...Alabama Medicaid is on a tight schedule to complete the modularization project, for this reason, the PMO Vendor shall have no more than twelve (12) months from contract signing to submit the System Integrator RFP/RFB to the Agency for publication."	Amendment 1	#1
57	19,20	IV. D. Software and Data	"The PMO Vendor shall use products compatible with MS Windows 10 and Office Suite 2016 or later. This includes software compatible with MS Project 2016 or later as a scheduling software."	MS Project 2016 has an online component. Will the Agency want software to be on prem (hosted by the state) or will the Agency expect the PMO vendor to provide hosting via cloud services for the enterprise tools?	The vendor will be responsible for determining the best implementation for MS Project.		
58	19,20	IV. D. Software and Data	"Any PMO Vendor recommended COTS software must allow the Agency and any other vendors on the modularity project free full access and rights to the product."	If the PMO vendor is recommending a COTS software for this project, such as Microsoft Project Online, for centralizing enterprise schedules. Is the PMO vendor expected to price subscription licenses for the System Integrator and various module vendors for their schedules?	Yes. The PMO vendor is expected to price subscription licenses for the System Integrator and various module vendors for their schedules.		

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59	21	IV. F. Common Processes	Multiple	Can the Agency provide a list of common software tools and platforms in use at the Agency, such as MS SharePoint, TFS, etc.?	As needed this will be discussed with the vendor after the contract is awarded. See Section D. Software and Data.		
60	37	IV. G. Requirements and Business Process Management	"The Agency's current requirements are more than 15 years old."	As the procurement schedule will drive towards the operational target date of October 1, 2025, the business requirements will be a key driver in establishing the procurement schedule. Can the state provide an estimate on how many hours per week Agency staff will be available to assist in requirements definition by cohort?	Agency staff availability can not be determined at this time.		
61	109	IX. General Terms and Conditions	"Contractors shall be liable for any penalties or disallowances of FFP incurred by Medicaid due to any delay in CMS Certification. Total dollars may include state funds as well as federal funds."	With the module vendors providing the actual development and build, the PMO Vendor is providing insight and reporting on the progress of the module vendors. If the PMO vendor is reporting a module vendor behind schedule, which eventually results in a delay, how does the state plan on managing this situation?	See Section F Common Processes, 9 Corrective Action Plans.		
62			General	Is there any more documentation you can send that details the specific services or products being requested: Are you requesting a bid for general IT management or is there a specific software program you are wanting to implement? I'm trying to qualify a starting point and explore more details to determine if this is a need we can meet.	Please see the Statement of Work for this RFP.		

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63	28	14	MITA	Please confirm that completing or updating the actual MITA SS-A within this PMO scope of work?	The SS-A task will be maintained by the Agency or another contract will be defined for it. See Section F Common Processes, 14 MITA, "The PMO Vendor shall also participate in the MITA reviews and indicate any changes or updates that need to be made to current and subsequent versions of MITA. The PMO Vendor shall use nationally recognized business process management standards. There are other MITA related tasks for the PMO Vendor defined in the sections below."		
64	16	Scope of Work/Schedule	Table on page 16	Will modules be implemented for all populations take place simultaneously or occur on a staggered timeline? For example, would all providers be moved into the new provider management module at once or would acute care and long-term care providers go-live separately?	This question is out of scope for this procurement.		
65	18	C. Personnel	All key personnel shall be employed by the PMO Vendor...	Please confirm that a prime vendor may propose a subcontractor to serve in key personnel roles?	Yes. The Agency has the right to refuse any personnel submitted for key positions.		

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66	18	C. Personnel	The PMO Vendor's staff, including the Program Manager, shall be available for in-person meetings as needed.	Does this mean that all PMO vendor's staff must be onsite 8:00 AM to 5:00 PM Central time, Monday through Friday? The paragraph immediately following this sentence states that some staff do not have to work at the agency location 100% of the time.	It is important to distinguish between key and non-key personnel. See Section IV.C Personnel, MO Vendor staff is expected to be available 8:00 AM - 5:00 PM CT, Monday-Friday. The PMO Vendor's staff, including the Program Manager, shall be available for in-person meetings as needed. The PMO Vendor's key personnel identified in the sections below will be required to work at the Agency location at least 75% of their billable hours.		
67	31	19	The PPMO defines the project governance processes and procedures.	When can Vendors expect publication & review of the PPMO governance processes and procedures?	PPMO governance processes and procedures will be available upon contract signing.		
68	32	21	The PMO Vendor shall be responsible for producing the following artifacts from the common processes. The artifacts must be produced to receive payment according to the PMO Vendor's project schedule.	Nine of these artifacts are due six weeks from contract signing. The standard for many of the listed artifacts are lengthy and require detailed review by agency staff. Our experience indicates that many agencies do not have the staff capacity allowing them to conduct the reviews of simultaneously submitted large artifacts. Has the agency factored in the time limitation? Based on these concerns, what steps is the agency planning to mitigate this risk to the PMO's project schedule and the risk of delays in payment?	The Agency has dedicated PMO staff to assist with this project. During the kick-off meeting, the PMO Vendor can discuss changes to these time frames with the Agency.		

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69	21	4F	As a part of the response to this Proposal, the PMO Vendor must describe how they plan to perform each of the following in a max of 20 pages (10 pages front and back) as listed in this Common Processes Section of the Statement of Work.	If our understanding is correct, there is a 20 page limit to provide the State with vendor information on 21 sections. Is this assumption correct? Would the state consider increasing the page limitation to 30-pages to allow Vendors to sufficiently address the 21 sections under the Common Processes section; especially due to the agency's request "Vendors to focus on specific areas in their response identified in the list below." which contains ten critical areas?	See Section IV.F - Common Processes only requires the response to address Overview, Scope Management, Communication Management, Data Cleanup and Conversion, Post Implementation and Certification Support. No, the Agency will not consider increasing the page limitations to 30 pages.		
70	53	2. g	Advance Planning Documents (APDs)	When will the State provide the approximate timelines for RFP issue and onboarding of other vendors other than the System Integrator?	See Amendment 1 for an updated schedule.	Amendment 1	#1
71	55	2. k	Quality Management and Artifact/Deliverable Reviews	What level of experience does the agency have with CMMI standards as it relates to level of quality? If the experience is minimal, what is the agency's expectation from the Vendor in this regard?	The Agency expects the PMO vendor to follow all industry best practices. The Agency partners with multiple vendors that follow the CMMI standards.		
72	52	b)	The PMO Vendor shall have any new project members fully productive within 3 days of the start date whenever they are given a week notice of the start date.	Please confirm your definition of one week notice means seven calendar days (five business days) AND this notice will be issued one week prior to the final contract start date on the executed contract?	Yes.		
73	52-53	d)	The PMO Vendor shall send the meeting request with the attached agenda to selected stakeholders at least three (3) business days before the requested meeting.	What is the protocol for requesting an emergency meeting that cannot wait 3 business days?	The Vendor must contact the Agency PMO for emergency meetings. The Agency expects this to be the exception and not the rule.		

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74	26	F.10 Scope Management	The PMO Vendor shall not work on any task that is outside the scope of the contract without prior written approval from the Agency.	If the PMO Vendor considers a task to be out of scope, and has documented the issue and submitted to the PCB, but the PCB hasn't met or finalized their decision on whether or not the task is in scope, is the PMO Vendor liable for Corrective Action or other penalties if they don't work on that task prior to receiving the State's decision?	See Section F.10 Scope Management, "...The PMO Vendor shall identify and document in writing the scope of work issue. The PMO Vendor shall specify the basis upon which an issue is considered to be out of scope, including appropriate RFP or requirement references." If the AMMI Manager concurs with the Vendor's out of scope justification and out of scope assessment, the Vendor will submit a Project Change Assessment (PCA) and Project Change Request (PCR) for Project Control Board (PCB) approval. The Vendor will not be authorized to work on any task pending Agency approval.		
75	29	F.16 Post Implementation and Certification Support	The PMO Vendor shall develop a certification management plan that shall define the activities and the schedule related to the certification of each vendor or cohort	The Medicaid Enterprise Certification Lifecycle (MECL) include three milestone reviews as part of the certification process. The first of these reviews is the Project Initiation Milestone Review (PIMR). Is the PMO Vendor expected to manage all of the MECL gate reviews and milestones, including those that occur as part of the "Initiation and Planning" phase of the MECL?	Yes.		
76	21	IV. Scope of Work, F. Common Processes	As a part of the response to this Proposal, the PMO Vendor must describe how they plan to perform each of the following in a max of 20 pages (10 pages front and back) as listed in this Common Processes Section of the Statement of Work.	If we provide sample documents or other further clarification in an Appendix section, will that count against the page limit?	The Vendor may provide sample documents in the Appendix Section, not further clarification documents.		
77	104	VIII. Evaluation, E. Scoring	The Evaluation Committee will score the proposals using the scoring system shown in the table below. The highest score that can be awarded to any proposal is 100 points	Will AMA have oral presentations to confirm approach and interview staff as part of the evaluation?	No AMA will not have oral presentations to confirm approach and interview staff as part of the evaluation.		

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78	20	IV. Scope of Work, C. Personnel	The proposed personnel shall be committed to supporting and performing their assigned duties as related to this project. A Key Personnel Letter of Commitment of can be found in Appendix D.	We agree that personnel are essential to the success of this contract. However, multiple state experience has shown that proposal submission to final start date can take more than 6 months minimum. Since the key personnel must be committed for up to 18 months, would AMA entertain signing letters of commitment upon award rather than at proposal submission so vendors can avoid holding staff too long?	Letters of commitment are not required but are encouraged. See Section IV. Scope of Work, C Personnel. "...The proposed personnel shall be committed to supporting and performing their assigned duties as related to this project. "		
79	99	VI. Corporate Background and References, b., 4.	Names and resumes of Senior Managers and Partners in regards to this contract. Use Appendix C: Key Personnel Resume Sheet.	Does AMA expect resumes (Appendix C) for company leadership that are not filling key personnel positions? If yes, do these count against the 50 page limit?	Yes the Agency expects resumes (Appendix C) for Senior Managers and Partners. The resumes do not count against the 50 page limit as these are considered attachments.		
80	99	VI. Corporate Background and References, b., 6.	Include a project organizational chart depicting the Vendor's organization in relation to the PMO Services project including key personnel and any other staff. The project organizational chart shall include staffing levels and experience to demonstrate the ability to successfully complete the project. A detailed breakdown of proposed key personnel for this project, including names, resumes, and the three professional references, as well as, the requested signed letter of commitment where applicable. Use Appendix C: Key Personnel Resume Sheet and Appendix D: Key Personnel Letter of Commitment	Does AMA expect any resumes (Appendix C) for non-key personnel?	No.		

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81	19	IV. Scope of Work, A. Overview/Statement of Need, Conflict of Interest Exclusion	<p>The PMO Vendor (and its subcontractors) is prohibited from soliciting, proposing, subcontracting, partnering, or being awarded any other contracts related to the Alabama MMIS modularity project.</p> <p>This exclusion extends to any other project within Alabama Medicaid that may interact with or otherwise provide services to the subject project solutions during the full term of this contract. The primary purpose of this exclusion is to ensure neither the State nor the PMO Vendor find themselves involved with any real or perceived conflicts of interest. Such conflicts of interest could be alleged if the PMO Vendor is found to be providing oversight and/or reviewing work products, deliverables, and/or processes for which it is currently, or was previously, responsible to plan, design, develop, implement or operate.</p>	<p>The standard requires "any other project within Alabama Medicaid that may interact with or otherwise provide services to the subject project solutions during the full term of this contract." If so, is it correct to assume that a vendor currently providing technology solutions as part of the AMA enterprise may be excluded. For example, Health Information Technology (HIT) Program funding will sunset in 2021 during the middle of the AMMI including funding for HIT components such as the HIE, the State-Level Registry. CMS is issuing guidance that these must be planned to come under the MMIS Enterprise in APDs, infrastructure, and alignment with the new modules. At a minimum, these vendors would be operating those solutions during the key time of 2020 and 2021 when all the BRDs, technical architecture, RFPs, and APDs are being developed. Wouldn't the current operators/vendors for those components be excluded since they "may interact or otherwise provide solutions" during this contract and thus avoid a "real or perceived conflict of interest?"</p>	<p>If a current vendor is awarded the PMO Services contract as prime or subcontractor, they will be prohibited from bidding on any upcoming MMIS or Medicaid Enterprise contracts as long as they are the PMO Services Vendor.</p> <p>The State will evaluate CMS guidance in relation to conflicts of interest for HIT, HIE and state level registry when guidance is released.</p>		
82	135	Appendix E. Cost	Cost Template I	<p>The table of deliverables/artifacts provides costs for all three base years and two optional years. Does AMA expect costs to be populated in every cell of this table? If not, can the vendor populate only the cells where costs are applicable for that year? For example, AMA only pays for the deliverable once in Year 1, but not in subsequent years since it was a "point-in-time." Further, could vendors decide not to charge for payment some of the deliverables as line-items and only populate the line-items we do want to charge?</p>	<p>The vendor must provide all deliverables defined in the cost template and maintain those deliverables through out the life of the project.</p>		

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83	68	H. Program Management Office, 4. Program Management Office Contract Required Personnel, Project Issue and Risk Manager, Quality Assurance/Quality Control Manager	This position shall be independent from all other areas of the contract and may not be combined with another position on the contract.	For two positions in the Program Management Office, AMA specifies that they may not be combined with another position. Is it safe to assume that a contractor can propose one resource to fill multiple positions on this contract (other than those specifically excluded by AMA)?	See Section H Program Management Office, 4 Program Management Office Contract Required Personnel. Project Manager - 1 dedicated PM per vendor/per Cohort. Project Issue/Risk Manager - independent from all other areas of the contract and may not be combined. Quality Assurance and Quality Control Manager - independent from all other areas of the contract and may not be combined.		
84	112	General RFO/Proposal Format/Appendix A: Proposal Compliance Checklist		Would AMA allow for an "Executive Summary" along with the Cover Page/Letter with the submission?	No.		